

THE IMPACT OF NON-MONETARY, FINANCE AND WORKING CONDITION
TOWARDS JOB EFFECTIVENESS OF EMPLOYEES IN BANGKOK



Israel Oluwaseun Adesoye

**BANGKOK
UNIVERSITY**

The Independent Study Manuscript Presented to

Graduate School of Bangkok University

in Partial Fulfillment

of the Requirements for the Degree

Master of Business Administration

Academic Year 2021

Copyright of Bangkok University

The manuscript has been approved by
the Graduate School
Bangkok University

Title: The Impact Of Non-Monetary, Finance And Working Condition
Towards Job Effectiveness Of Employees In Bangkok

Author: Israel Oluwaseun Adesoye

Independent Study Committee:

Advisor: Assoc. Prof. Dr. Suthinan Pomsuwan

Field Specialist: Dr. Papob Puttimanoradeekul

Adesoye, I. O., M. B. A., May 2022, Graduate School, Bangkok University.
The Impact Of Non-Monetary, Finance, And Working Condition Towards Job
Effectiveness Of Employees In Bangkok (66 pp.)
Advisor: Assoc. Prof. Suthinan Pomsuwan, Ph.D.

ABSTRACT

The survey sought in determining contributing elements and evaluate the motivation level of workers working in Bangkok. On the basis of both primary and secondary data, the study was carried out. Workers in Bangkok were given a structured questionnaire that was largely closed-ended in order to gather primary data. The study connected three major variables, including (1) Non-Monetary Incentives, (2) Financial Benefits and (3) Working Condition. The dependent variable was job effectiveness. The survey discovers that non-monetary factors greatly outperform financial factors in their influence on the workers' motivation. Also, although there are the same causes of both motivation and demotivation, the degree of motivation delivered by one element differs from the degree of demotivation of that component, i.e., the same elements affect workers' motivation and demotivation in different ways. The study's final finding was that Bangkok workers' are sufficiently motivated, despite the fact that there are considerable differences in motivation levels by gender, age group, working status, job title, and length of employment.

Keywords: Job Effectiveness, Non-Monetary Incentives, Finance and Working Condition

ACKNOWLEDGEMENT

Without the Almighty God, it would not have been possible to complete this independent study survey. He provided all the tools required to complete the seemingly unattainable task. The Creator of the universe and giver of wisdom. He set up the ideal individuals to motivate and encourage me in completion of the task. I want to take advantage of this privilege to offer my honest gratitude and appreciation to everyone who helped make this success possible. I want to start by sincerely thanking my advisor, Associate Professor Dr. Suthinan Pomsuwan, for his constant assistance that made it possible for me to finish my project. In spite the difficulties of the pandemic (COVID-19), his ongoing assistance made it possible for me to start my project and finish it successfully. He gave me all the information, instructions, and aid I needed to do this research through his online lectures and untiring communication, and occasionally through personal meetings. Second, I would use this medium express my warm and sincere appreciation to my family and friends for their support in assisting me get through difficult circumstances. Also, their support throughout my research project contributed to this outstanding result. Lastly, I would sincerely appreciate all responders that sacrifice their time in responding to the questionnaire and making it possible for me to collect the data and process my independent study research.

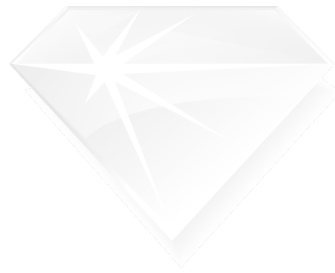
TABLE OF CONTENTS

	Page
ABSTRACT.....	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES.....	viii
LIST OF FIGURES	ix
CHAPTER 1: INTRODUCTION.....	1
1.1 The Importance of the study and its Problem.....	1
1.2 Purpose of the study.....	2
1.3 Research Problems.....	2
1.4 The Study Objective	2
1.5 The Theoretical Framework.....	2
1.6 Method of Study	3
1.7 The Statistics and Tools Used.....	4
1.8 Scope of the Study	4
1.9 Benefits of the Research	6
1.10 The Research Limitation.....	7
1.11 Definitions of Terms	7
CHAPTER 2: REVIEW OF THE LITERATURE	8
2.1 The Background of Companies in Bangkok.....	8
2.2 Job Effectiveness	8
2.3 Theories of Job Effectiveness	9
2.4 The Influence of Non-Monetary Incentives on Employee Motivation...13	
2.5 The influence of Financial Benefits on Employee Motivation	22

TABLE OF CONTENTS (Continued)

	Page
CHAPTER 2: REVIEW OF THE LITERATURE (Continued)	Page
2.6 The influence of Working Condition on Employee Motivation.....	27
2.7 Conclusion	33
CHAPTER 3: METHODOLOGY	34
3.1 The Research Type and Tool	34
3.2 The Research Design	36
3.3 The Research Tool and its Quality.....	37
3.4 The Collection of Data.....	38
3.5 The Sample of Population.....	38
3.6 The Technique of Sampling.....	39
3.7 The Research Procedures and Timeline.....	39
3.8 The Hypotheses Test And Data Analysis	40
CHAPTER 4: ANALYSIS AND FINDINGS	42
4.1 Analysis of Demographic Data.....	42
4.2 Analysis of Non-Monetary Incentives Factors	44
4.3 Analysis of Financial Benefits Factors	44
4.4 Analysis of Working Condition Factors	45
4.5 Analysis of Job Effectiveness	46
4.6 Analysis of Impact of Non-Monetary Incentives, Financial Benefits, Working Condition and Job Effectiveness	46
CHAPTER 5: SUMMARY, CONCLUSION, AND DISCUSSION.....	50
5.1 Summary and Conclusion.....	50
5.2 Discussion.....	51

TABLE OF CONTENTS (Continued)	Page
CHAPTER 5: SUMMARY, CONCLUSION, AND DISCUSSION (Continued)	
5.3 Recommendation for Implications.....	52
5.4 Recommendations for Future Survey	53
BIBLIOGRAPHY	55
APPENDIX.....	70
BIODATA.....	75



**BANGKOK
UNIVERSITY**

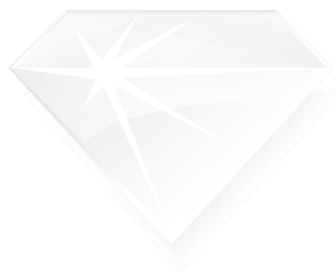
THE CREATIVE UNIVERSITY

LIST OF TABLES

	Page
Table 3.1: The Range of Mean Interpretation.....	36
Table 3.2: The Total Reliability Test Results	37
Table 3.3: The Reliability Test Results for Non-Monetary Incentive	37
Table 3.4: The Reliability Test Results for Financial Benefits.....	37
Table 3.5: The Reliability Test Results for Working Condition	38
Table 3.6: The Reliability Test Results for Job Effectiveness	38
Table 4.1: Demographics Data of 200 responders.....	42
Table 4.2: Mean and Standard Deviation of Non-Monetary Incentives Factor.....	44
Table 4.3: Mean and Standard Deviation of Financial Benefits Factor.....	45
Table 4.4: Mean and Standard Deviation of Working Condition Factor.....	45
Table 4.5: Mean and Standard Deviation of Job Effectiveness	46
Table 4.6: Analysis of Impact of Non-Monetary Incentives factor towards motivation of Employees' Job Effectiveness	47
Table 4.7: Analysis of Impact of Financial Benefits factor in motivation of Employees' Job Effectiveness.....	48
Table 4.8: Analysis of Impact of Working Condition factor in motivation of Employees' Job Effectiveness	49
Table 4.9: Summary of the Hypotheses Testing.....	49

LIST OF FIGURES

	Page
Figure 1.1: The Conceptual Framework.....	3
Figure 1.2: Yamane’s Table for Sample Size.....	6



**BANGKOK
UNIVERSITY**
THE CREATIVE UNIVERSITY

CHAPTER 1

INTRODUCTION

1.1 The Importance of Study and Its Problem

Employees are company's main source of motivation since they tirelessly work to implement the ideas of the firm in order to accomplish its goals. As a result, employees are seen as an unrivaled critical resource for organizations, and motivating them is a crucial component of any human resource strategy. "Motivation is an element that drives people to pick a job, hold on to it, and work very hard" (Lin, 2007). According to accepted theories of motivation, people are typically driven with the hope of satisfying their unmet needs, therefore they put up greater effort in the hope that all they required would be made available for them. But, contemporary opponents consider the long-term issues, a sense of fairness, and the value of workers rather than only the concept of necessities (Simons and Enz, 2006). Nonetheless, traditional and modern motivation theories recognized the importance of employees' motivation in the organization. Motivated employees "may provide large pleasant experiences for clients" and hence provide outstanding service (Petcharak, 2002). Also, the output of motivated employees includes results, integrity and harmony, and excellent performance that greatly aid in the expansion and development of the business (Lai, 2009). Also, inadequacy of motivation among workers results in lack of efficiency and low productivity in workers, which makes it impossible to achieve the organization's goals.

According to a study, companies regularly spend a significant amount of money on programs to motivate employees to work hard, yet none of their efforts

have yielded the desired effects. Effective programs have really been successful in improving performance by 44%. (Lai, 2009). The lack of expertise, bad program design, and overwhelming rewards were blamed for the unsuccessful programs, but the significance of motivation did not diminish and its requirement was still undeniable.

1.2 Purpose of the study

The main purpose of the study is to identify factors affecting job effectiveness of employees and assess the level of their effectiveness. In order to gain an understanding and assess employees' job effectiveness, this study emphasizes to explore results of a number of questions:

1.3 Research Problems

- 1.3.1. Does Non-Monetary factor motivate employees' work effectiveness?
- 1.3.2. Does challenge of financial benefits influence the willingness of employees to add more effort in the job? And lastly,
- 1.3.3. Does working condition influence job effectiveness of employees?

1.4 The Study objectives

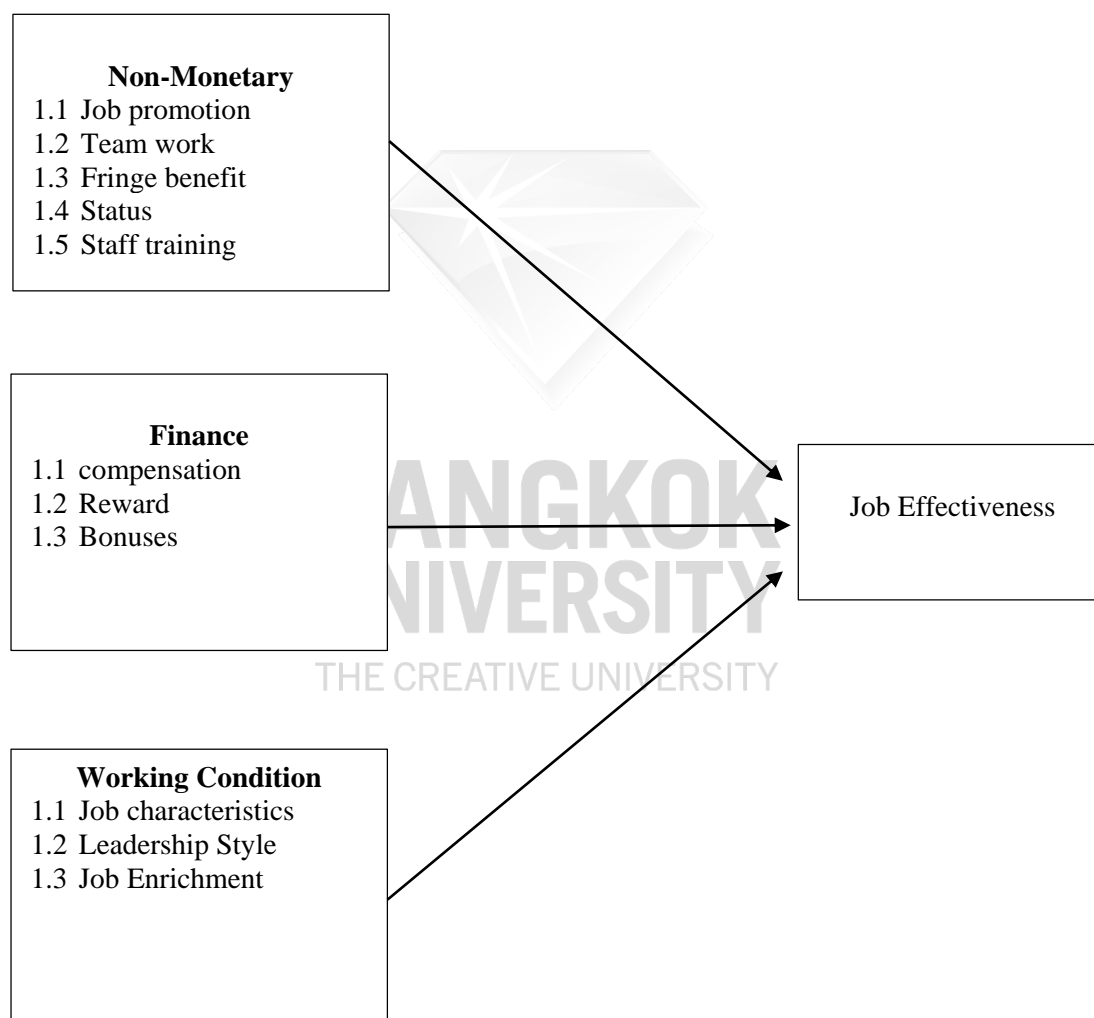
- 1.4.1. To examine the factors influencing motivation in employees.
- 1.4.2. To study the level of their motivation.
- 1.4.3. To study the impact of workers towards productivity

1.5 The Theoretical Framework

Theories of motivation focused on elucidating how people behave, which affects their motivation (Lin, 2007). The Hawthorne study (1927–1922) served as the catalyst for the study of work motivation since it demonstrated that when adjustments were made, workers' production appeared to be noticeable (Latham, 2007). The findings

revealed a connection between worker motivation, contentment, and production (Roethlisberger, 1977 in Latham, 2007). Since then, other studies on motivation at work have evolved and changed periodically in response to shifts in employee attitudes and needs of the business.

Figure 1.1: Conceptual Framework



1.6 Method of Study

This study used a quantitative method of research. The purpose is to shed light on issues at hand or problem by collecting data which will enables the description of the situation in a way that is more complete than was possible employing this method.

A questionnaire was generated and distributed to employees of various group or position from different organization to carry out the study within Bangkok city of Thailand.

1.7 Statistics and Tools Used

A questionnaire was generated and distributed across the province to employees to study the motivation of the employees towards job effectiveness. The research is consisting of question that is close-ended, for these kind of question applies to collection of quantitative data. The primary data received from the responders are demographics, details about the working condition, non-monetary, and financial benefits as factors that influence their effectiveness in their field of work. Analysis was conducted on statistics through the use of common statistics for quantitative methods: descriptive statistics and inferential statistics (multiple linear regression analysis).

1.8 Scope of the Study

Independent Variables

1.Non-Monetary

1.1 Job promotion

1.2. Team work

1.3. Fringe benefit

1.4. Status

1.5 Staff training

2. Finance

2.1 compensation

2.2. Reward

2.3. Bonuses

3. Working Condition

3.1 Job characteristics

3.2 Leadership Style

3.3 Job Enrichment

Dependent Variables: Job Effectiveness

Population and Sample:

The method of examining this study was quantitative method, done through distribution of questionnaires to employees of different organizations in the city of Bangkok, Thailand. Samples were conveniently received from minor respondents. About 300 questionnaires was given out for this research. 67% of the questionnaires was received back to analyse the survey due to the pandemic of COVID 19 and circumstances around the pandemic. It was approved by my advisor Assoc. Prof. Dr. Suthinan Pomsuwan to collect 67 percent of the sample, due to the circumstances surrounding the collection of all samples. In regards to this, 200 (66.67% of 300) samples were received to carry out this study.

Figure 1.2: Yamane's Table for Sample Size

Size of Population (N)	Sample Size (n) for Precision (E) of:			
	±3%	±5%	±7%	±10%
500	A	222	145	83
600	A	240	152	86
700	A	255	158	88
800	A	267	163	89
900	A	277	166	90
1,000	A	286	169	91
2,000	714	333	185	95
3,000	811	353	191	97
4,000	870	364	194	98
5,000	909	370	196	98
6,000	938	375	197	98
7,000	959	378	198	99
8,000	976	381	199	99
9,000	989	383	200	99
10,000	1,000	385	200	99
15,000	1,034	390	201	99
20,000	1,053	392	204	100
25,000	1,064	394	204	100
50,000	1,087	397	204	100
100,000	1,099	398	204	100
>100,000	1,111	400	204	100

A = Assumption of normal population is poor (Yamane, 1967). The en

Source: Yamane, T. (1967). *Statistics: An introductory analysis*. New York: Harper and Row.

1.9 Benefits of the research

The goal of the study is to pinpoint the essential elements and metrics that influence Bangkok-based workers' motivation. The study's precise objectives were to evaluate the degree in which non-cash incentives affect employees' motivation, to ascertain the impact of financial advantages on motivation, and to confirm the influence of working conditions on motivation. The goal of this survey is to better understand employee motivation and the elements that affect it.

1.10 The Research Limitation

The biggest obstacle was the communication barrier. There is a need to translate the questionnaire for the respondents' better understanding because the majority of the population is made up of people who do not speak or comprehend much English. Fortunately, Ms. Sunisa Lettrakul assisted in translating the questionnaire and it was verified by Sanpeth Sukdachathon.

1.11 Definition of Terms

Job Effectiveness: is the extent to which work is completed successfully in order to yield the anticipated outcome.

Working Condition: This term describes the surrounding in which a person works. Visual appeal, background noise, lighting, and space are all included. The effectiveness of the employee is directly impacted by the physical environment.

Motivation: is the overwhelming desire or readiness of someone to act.

Employees: are those who are hired on a part-time, full-time, temporary, or contract basis to work in an organization.

Non-Monetary: non-cash perks or benefits provided by an employer to an employee.

Incentive: something that inspires or drives someone to achieve something.

Financial Benefit: any material or monetary gain, such as but not limited to money,

CHAPTER 2

REVIEW OF THE LITERATURE

This section describes an overview of the literature that is significant to the research survey, highlighting any gaps that exist and how the research addresses one or more of these gaps. There are six components to the research project *The Influence of Non-Monetary, Finance, and Working Conditions Toward Job Effectiveness of Companies in Bangkok*. These are what they are:

- 2.1. The Background of Companies in Bangkok
- 2.2. Job Effectiveness
- 2.3. Theories of Job Effectiveness
- 2.4. Non-monetary incentives
- 2.5. Financial Benefits
- 2.6. Working conditions
- 2.7. Conclusion

2.1 The Background of Companies in Bangkok

The province of Bangkok is consisting of several industries but the three main economic sectors are agriculture, manufacturing and services. This study would focus on employees from different companies and assess their motivation to Job Effectiveness. The literature and major studies on the subjects affecting employee motivation in Bangkok were evaluated in this chapter. Non-monetary incentives, financial rewards, and working circumstances are some of these motivating elements.

2.2 Job Effectiveness

The efficacy of a worker is assessed based on both his actions and inactions. It is assessed based on the quantity and caliber of the output, as well as on promptness,

willingness to be accommodating and helpful, and availability at work. The results of Yang's (2008) study on individual performance demonstrate that it is impossible to verify a worker's efficacy. Similar to this, he claims that if performance is tracked, firms may use incentives directly to give out awards based on each employee's productivity (Yang, 2008). According to Bishop (1987), who conducted study on employee effectiveness, Yang (2008) is correct that the acceptance, rearrangement, and incentives of an employee's effectiveness impact the difference between their output. Employee engagement and production are significantly impacted by performance effectiveness (Yazici, 2008). Employers make significant sacrifices to ensure that clients are comfortable but never consider employee pleasure. However, it remains true that clients won't be content unless employees are happy. Since productivity would increase due to employee enthusiasm, satisfied consumers will follow (Ahmad, 2012). Employee motivation has a significant impact on the final product since motivated employees put more effort into completing their work, which improves performance over time (Azar and Shafighi, 2013).

2.3 Theories of Job Effectiveness

According to Mullins (2007), motivation is the internal power that propels and encourages a person to perform at a high level in order to meet a goal or satisfy an expectation. Because human behavior differs from person to person, it is a complex issue. As a result, various people are driven differently (Kressler, 2003). Everyone has reasons for wanting to improve performance that are motivated by specific elements. People's motivation determines their behavior, and ability level and motivation together define their performance (Mullins, 2007). Both intrinsic and extrinsic factors can serve as sources of motivation (Jones and George, 2004). The reinforcement of

action that makes people feel the need to find something is known as intrinsic motivation. Extrinsic motivations for action include obtaining benefits like more time off and money or avoiding penalties. In order to pinpoint the motivational variables that affect human behavior in various ways, a number of theories of motivation have been established. There are two major divisions that can be made between motivation theories. Both content theories and process theories apply to them.

2.3.1. Content Theories

Content theories explain what motivates people to act in certain ways based on the premise that everyone has wants, and that meeting those needs is what motivates people. Maslow (1943) defined five human needs and categorized them according to the importance of satisfying those needs. Maslow contends that as physiological requirements are satisfied, security needs and feeling connected needs are pursued. Following the satisfaction of one's demands for belonging and esteem, one pursues their quest for self-actualization. According to Maslow, "lower level needs must be satisfied before the next higher level" (Petcharak, 2002). Only after a lower level of need has been met do the following levels of requirements arise.

The ERG theory, developed by Alderfer in 1969, updated the hierarchical needs theory by grouping the five basic human wants into three major categories, including "existence," "relatedness," and "growth." The "existence need" is comparable to Maslow's physiological needs and security needs in that it focuses on providing the fundamental resources. The "relatedness need" is about a personal connection, which is comparable to Maslow's belongingness and esteem needs, and the "growth needs" are about an innate need for personal growth, which is comparable to Maslow's self-actualization need. However, there are just a few areas where ERG

theory and hierarchy theory diverge. One need may appear to be more dominant than others when numerous needs are acting as motivational drivers simultaneously.

According to ERG theory, it is possible for numerous needs to serve as motivational factors at the same time when one need dominates the others (Lai, 2009). Higher level requirements may also emerge before lower level wants are satisfied.

According to Herzberg's two component theory from 1959, "motivational" and "hygiene" factors, which are two separate sets of elements, affect human behavior.

While hygiene factors (such as company policies and administration, interpersonal relations, working conditions, salary, job security, status, and benefits) are related to the work environment, motivational factors (such as achievement, recognition, responsibility, the work itself, advancement, and personal growth) are related to the work content (Griffin, 2008). Herzberg says that job happiness and dissatisfaction are based on various factors and are independent of each other (Habib, et al., 2010). When these demands are not adequately supplied, Herzberg regarded hygiene elements as external variables that can interfere with an employee's work attitude and ultimately lead to job dissatisfaction. On the other hand, motivating elements are understood to be intrinsic factors that, when met, make employees satisfied but do not, in the absence of such, make them unsatisfied (Wong, Siu, and Tsang, 1999).

2.3.2. Process Theories

Process theories of motivation place a strong emphasis on how individual needs affect behavior. According to this viewpoint, "need" explains a part of the process by which people make decisions about their behavior.

People are driven to take actions to accomplish a goal if they believe in the value of that goal, according to Vroom (1964) and (Koontz et al, 2007). According to this idea,

"expectancy", "instrumentality" and "valence" are all important factors in employee motivation. The expectancy theory outlines how rewards can influence behavior to help a corporation reach its objectives. When an employee thinks that their efforts will result in the expected benefits, they are more motivated to put up a high degree of effort (Robbins, 2005). According to the notion, employees are only motivated when they understand that their efforts and job success are positively correlated (Griffin, 2008). Goal-setting theory of motivation is a suggestion made by Locke Edwin in 1968. The approach is based on expectation theory, in which creating goals is an essential tool that serves as a "immediate regulator of human action" (Locke et al., 1981) and motivates workers to work toward obtaining the objective. Goals influence performance by focusing attention, energizing effort, boosting perseverance, and inspiring the development of strategies. Setting a hard, precise objective led to better performance than no goal, an easy goal, or no aim at all. Setting goals typically excludes motivating requirements but instead forces workers to be more productive in order to complete the task at hand, which inevitably results in some form of reward. However, in the case of complicated activities, this approach is ineffective because conflict may arise when individual goals are not in line with those of the organization. This lack of motivation then affects people's performance.

According to the equity theory of motivation, which dates back to 1963, a person is highly motivated by a balanced outcome of input (such as effort, loyalty, hard work, commitment, skill, ability, adaptability, tolerance, determination, etc.) and output (such as pay, salary, other benefits, recognition, reputation, praise and thanks, promotion, etc.), i.e. what they get in return for their efforts. According to McShane et al. (2000), the theory explains how employees evaluate the fairness of rewards

received in proportion to resources utilized to complete a task by evaluating their own investment-reward ratio and comparing it to that of a peer in a comparable position.

2.4 The Influence of Non-Monetary Incentives on Employee Motivation

The primary rewards, behaviors, or aspects of the job that are employed in an organization to inspire employees without financial compensation are known as non-monetary incentives. These are categorized as essential in this survey. Non-monetary incentives, including social non-monetary incentives and non-monetary incentives relating to employment. According to these categories, Bowen and Radhakrishna's breakdown of on-the-job incentives (2011). Non-monetary incentives in relation to job have the power to naturally drive workers. Work with a variety of tasks, commitments, autonomy, flexibility in working hours, input in decision-making process, opportunity for growth, etc., are crucial in meeting employees' desire and could result in the belief that the work itself is worthwhile putting forth more effort without the need for any external incentive.

According to Bowen and Radhakrishna (2011), diverse people have different viewpoints on incentives and think that these elements are the primary cause of fulfillment and they aid in encouraging employees to work harder and better because of the incentive that they produce. Some specific non-monetary incentives are reviewed below.

2.4.1 Job Promotion

Promotion is the elevation of a worker's position or rank within an organization's status from one level to a higher level (Ali & Ahmed, 2009). Promotion could be given to a worker as a way of showing recognition to their effective performance on the job. After an employee passes examinations, interviews,

and screenings and is found to be qualified for the role, the company will promote them after providing them with training or base on experience. A promotion may entail an improvement such as status, pay, and rewards, but in some companies, there would be a significant shift in the nature of work. The rate of income increase that comes with a promotion differs by organization, by industry, and by the cadre members, and based on the areas of the cadre a worker is transferring between (Gutteridge, Leibowitz & Shore, 2013). Promotions may result in simply a slight compensation boost in some companies or fields, but in others, the salary and grade level of an employee may significantly increase.

This seems to be same as regards rewards and privileges; in some professions, elevation just change the position and pay; no new advantages are conferred. Some non-profitable organizations may only offer minor wage raises as part of promotions due to the organization's principles or a lack of money (Boen, 2006). An elevation to the position of a senior management staff may come with numerous incentives in other industries, particularly in private sector organizations, including stock options, a designated parking lodge, a secretary at the corner of office, and reward for effective output. Depending on industry and sector, different occupational activities change to diverse level. Some industries would allow their workers continue to perform the same tasks even after being promoted.

The variation could relate to how important the issues assigned to them are that they are requested to handle or how complex those files assigned to them are. In contrast, if a person gets promoted in some professions, the work significantly changes (Maicibi, 2007). Various companies allow the recruitment and promotion managers on various levels of discretion, award promotions. Some sections of the

private sector, the senior management is committed with a high level of discretion to award promotions, and they can elevate employees without going through significant process or formalities such as testing, screening, and interviewing (Suk-Hing, 2005). There are typically considerably checks and balances in place to prevent favoritism or bias in the public sector and in academics.

2.4.2 Team Work

There are numerous levels or groups of work enrichment. It is to define a goal of a team, while letting members of the team choose their own assignments and work on it, schedules, break times, assessment criteria, and similar things. In regards to this concept, administrative posts might be drastically reduced while employees would develop their leadership and operational skills. Individuals ought to be aware of how effectively or ineffectively they are carrying out their duties. Their employment will be more productive, controlled by themselves, give them over to evaluating and tracking their own performance (Pascoe et al. 2002). Consider committing each team to their own quality control instead of having the personnel in charge of quality control walk around and pick point shortcomings. Employees will learn to take initiative, solve problems, and accept fast criticism. The team leaders should invite team members to participate in strategic planning and making decisions. This is a way to let members know that they matter and their opinion counts. It can be used in any organization, whether it has a small or large employee. People will be motivated as soon as they understand that their contribution is important and applauded. Redistribute authority and provide workers more discretion over decisions that affect their jobs (Ivancevich et al., 2004). The autonomy, accountability, and task identification of team members will rise as administrators assign more power and

responsibility. When employees participate, they take an active role in decision-making. It is similar to the idea of a workers' input, which guarantees that employees have the opportunity to have an impact on management decisions and contribute to improving organizational performance (Oldham, 2007). The goal of employees' input, according to Cole (1998), is to exhibit collective organization, express dissatisfactions, participate in leadership decision-making, and serve as a sign of maturity and cooperative relationships.

According to McGregor (1960), The theory of Y predictions was more reliable than those of theory of X. As a result, he suggested concepts like group decision-making, responsible and demanding work, and positive group dynamics as strategies to maximize a worker's job motivation.

The ability to make a decision, implement and observe how they turn out can support an employee's need for increased self-esteem, success, recognition, and accountability. Participation of employees in decision-making enhances organizational empowerment and quality results. The members of staff are motivated to meet up with the goal because they would feel like they are part of the organization. Working toward the intended goal is already a motivator, says Loughlin and Barling (2008).

2.4.3 Fringe Benefits

Benefits and revenues from compensation packages for employees are offered in various combinations and levels of jobs in various environs (Boen, 2006). Benefits to employees are crucial for the growth of company employment relationships. An employees' benefit program is a required and sufficient working condition, in accordance with Herzberg's two-factor theory (motivation and cleanliness). The

cleanliness element will have an impact on employee output and work motivation. Employee work motivation is considered as the response in the stimulus-response behavior, and could be examined rate of absenteeism, rate of leave of absence, rate of quit, pace of workload, and other factors. The quantity indexes include completion time and the production maintenance factors, whereas the quality indexes include effort and outcomes. This is based on the significant traits of each worker, who are the management teams' primary communication tool and motivates workers to improve their performance (Silvestri, 2007).

Everyone works in the anticipation of earning certain rewards (both material and spiritual), and one of these rewards is wellbeing, according to Gagne's expectation theory from 2009. In other words, productivity is influenced by both the quantity and quality of work, which in turn is influenced by remuneration. So, it is essential to look into ways to supply the stimulus in order to promote job motivation and productivity (welfare).

Physical wants, security demands, social demands, and self-actualization demands are the four main categories of welfare demands that the employee benefit programs could be grouped under, according to Maslow's hierarchy theory (1993). First, physical-demand benefits include loans, dividends, year-end bonuses, savings and emergency help, paid time off, personal annual vacations, paid holidays, dorm and housing perks, meal and laundry subsidies, and laundry service. Among the security-demand advantages are daycare services, group dependent insurance (life and medical), pensions, occupational sickness benefits, benefits for children's education, discounted product supply, medical equipment and subsidies, free commuting vehicles, and commuter subsidies (Lewis & Goodman, 2004). Third, social-demand

benefits include counseling services, maternity and paternity leave, educational equipment and activities, club memberships, and international trip subsidies. Finally, the advantage of self-actualization demand (including self-esteem) involves the chance for financial support, additional education and training as well as flexible working hours. Benefits are items that are provided in addition to wages, such as pensions, health insurance, and company automobiles; they are often referred to as fringe benefits (Masi & Cooke, 2010). The compensations that are not paid to employees directly are considered to be employee benefits. It is a crucial component of practically anyone's financial and economic security (Stajkovic & Luthans, 2007).

Employees' benefits are frequently mentioned to allude a little role in the average salary package. The word fringe is no longer suitable because most benefit packages have seen significant increases in value over the last ten to twenty years. Increasingly, extra benefits, entitlements, and allowances that are typically provided in kind rather than cash make up a person's total compensation. Depending on what is covered, an organization's pay budget might range from 20% to 50% of the entire range of benefits provided by the organization to employees (Smith & Fujita, 2005). The cost of providing the following expenses, some or all of which must be covered by the pension, is easily 20%. These expenses include official car, health care, meals, official apartment, parking lodge, private health insurance, mobile phones, staff discounts, relocation costs, and any holiday or maternity allowances paid above the required statutory peaks (Mitchell & Stewart, 2003).

2.4.4 Status, Titles and Recognition

Self-reflection and self-regulated motivation to care may be affected by cognitive decision-making style as well as increasing a person's awareness

(Armstrong, 2003). A person's preferred method of thinking and problem-solving is referred to as cognitive style as a trait. The stability of cognitive style over time and across contexts has been linked to personality. A unified continuum from adaptation to invention is used to describe cognitive decision-making and creativity in Kirton's (2003) theory of cognitive style. Those with more adaptable personalities focus on boosting productivity and abiding by existing authorities and regulations. These people favor bringing about change through the use of current paradigms. People with an adaptable personality prefer to complete one activity at a time and are less accepting of uncertainty.

People with inventive cognitive styles frequently produce a lot of fresh ideas, cope better under pressure, take more risks, and are multi-taskers (Belle, 2005). Innovative people can create new paradigms more easily and adapt to radical change more quickly. The majority of nurses as a group belong to the adaptable end of the continuum between adaptation and innovation. According to the cognitive theory, personality traits including extraversion, conscientiousness, optimism, risk-taking and thrill seeking are all linked to innovators. Low self-esteem and low sensing-intuition are associated with adaptors. Those who are naturally more adaptable have experienced much and high state of anxiety in the setting of change in an organization. Cognitive has not been linked to neuroticism, emotional intelligence, or trait anxiety despite being regularly evaluated (Bartol & Locke, 2010).

People must use coping mechanisms to function when they are frequently forced to consider and solve problems "outside" of their typical ways (Osterman, 2010). When these coping mechanisms is needed for extended period of time at work, stress rises, which raises the likelihood of work discontent, a lack of motivation, and

the chance for inaccuracy. Those who are unable to find other ways to cope with their stress may quit their jobs or even their professions. If they are not helped to become more conscious of the opposing problem-solving preferences and approaches to cognitive processes, people with different problem-solving styles may also struggle to work with others on teams, until encouraged to learn more about the opposing problem-solving preferences and methods to cognitive decision-making (Ali & Ahmed, 2009).

Understanding the broad implications of impact, mood, personality, cognitive style, and cognitive decision-making with regard to motivation and the possible influence on nurses and patient care delivery is crucial (Gutteridge et al., 2013). It is anticipated that creating workplaces that support sustainable patient workloads and complexity levels will lessen nurses' emotional stress level and improve their impactful moods and attributes. Good emotions influences nurses' motivation at work and their capacity to make sound decisions on patients' behalf (Boen, 2006). Helping nurses and nursing teams understand their diversity in terms of affective, personality, and cognitive styles may improve open communication and teamwork while overcoming difficult situations at work. Self-determination, self-efficacy, and self-esteem are the next topics explored in regard to cognitive and emotionally based motivating elements impacting work effectiveness because they also support or undermine individual competence at work. The state and level of human trait sensations that sustain meaning and purpose when nurses engage in human caring work in increasingly complicated situations are driven by these individual variances.

2.4.5 Staff Training

The motivation of both individuals and groups is significantly influenced by

staff training. Significant training can facilitate change, encourage peer communication, and serve as a component of an evaluation system. Also, it might boost employees' commitment to the organization. Recent studies on the cross-sector mobility of library and information service workers revealed that a significant barrier to career growth was seen as the absence of training options in various industries (Hersey & Blanchard, 2008).

Professionals who had little or no possibility of promotion within their own company learned that they lacked the abilities essential to go to another company. Some people felt they had little chance to grow in their careers and were stuck in specific positions. This level of demotivation could be reduced by effective training (Kihara, 2008). It is important to strike a balance between an employee's aspirations and the organization's needs when managing the staff training and development process (Loughlin & Barling, 2008). Discussing career advancement and training with employees during their yearly Individual Performance Reviews is a crucial approach for managers to. This procedure can assist in identifying the wants and requirements of workers, bringing to light any workplace difficulties, and pointing them in the direction of suitable training options. For instance, someone who has recently graduated from university and has recent information and communications technology abilities, the transition from a manual system to a computerized system may appear quite simple. A more seasoned employee might not find this as simple. Training could therefore bring employees together, allowing them to support one another as they work towards achieving common objective (Singh, Verbeke & Rhoads, 2006). When a person is promoted, his/her function is enhanced to include more responsibility, or employ the skills and abilities, advancement in careers. Training may most likely lead

to the expansion of the organization and the individual worker. In this regard, training employee would be a success and a motivating force (Herzberg, 1966).

Management should invest in employee training since it gives people the skills they need to do their jobs well as well as prepares them for positions of greater responsibility. They ought to be directed by a supervisory human resource department with assistance from special staff members who exhibit a particular aptitude for the lessons presented (Wambua, 2004). Defining tasks and assignments in terms of the outcomes that must be achieved is the beginning stage in developing a strategy to support system of rewards and incentives (Ford, 2009). The likelihood of achieving the set goals is increased when the employee focuses their interest and effort on accomplish rather than what to do. The idea that emphasizing a job description's responsibilities and activities will result in the appropriate types of accomplishments.

2.5 The Influence of Financial Benefits on Employees Motivation

The motivation process revolves around rewards and recognition as well as a sense of accomplishment. As every worker is different and would respond to praise and recognition in divers' way, employers need take a closer look at how they reward their workers. In 2010, Lucas and Diener noted the significance of attending to members of staffs' specific needs: Employer should have the sensitivity and diagnostic skill to be able to perceive and comprehend the disparities if the motivations and skills of those under them are diverse. Employer should learn to value differences and the diagnostic process that discloses differences instead of viewing the existence of individual differences as a sad truth to be wished away. Employers need to be adaptable and possess the requisite interpersonal skills to change their own conduct in order to benefit from diagnostic insights. Subordinates

should be treated differently if their requirements and motivations differ (Hinds, 2009).

Managers must be mindful of demotivation while also being consistent and fair in their allocation practices. Chen and Luo (2012) noted that libraries are evolving toward "flatter" structures. Above all, incentive programs must be able to encourage workers or at the very least keep them from losing interest when there are less prospects for advancement.

2.5.1 Compensation

Recognition is one strategy for addressing motivation of a "flat" organizational structure, and employers should take compensation into account. Level of motivation may rise with compensation, but it must be used wisely. Individual or group meetings can be held, and then by reviewing performance and determining both individual and group needs, they can enhance employee communication. According to Moos (2012), successful programs often evaluate employee performance, set goals and objectives, consider compensation, and acknowledge and reward goals attained (Pitts, 2009).

Regular praise could be delivered in less formal methods. For instance, completing a task might be acknowledged with "thank you" or "well done," a reassuring gesture, or feeling of gratitude (Zingheim & Schuster, 2010). There are many different methods for compensating employees, so employers must find out which technique each employee prefers. Nonetheless, such pay is important since it shows employees that their labor is valued and respected. Also, it can encourage employees to work harder and, by celebrating success, it can motivate them to take on new challenges. Compensation and praise can help to prevent a potentially demotivating encounter if a member of staff performed improperly or at unsuitable

time (Lewis & Goodman, 2004).

According to traditional view, a manager's strategy operational plan should have more positive motivating elements than negative ones since individuals have a greater tendency to respond enthusiastically and diligently when cooperation is successfully requested and rewarded (Masi & Cooke, 2010). But, how much of which incentives to use will depend on how difficult it will be to put the approach into practice. A manager must take action in addition by simply emphasizing to everyone how crucial plan implementation is to the long-term success of the company. No matter how motivating, speaking rarely sustains people's best efforts for very long. Management must always be creative when creating and implementing compensation incentives if they want to obtain ongoing, energetic commitment from their workforce. Employee responsibility to carry out plans will be higher the more an employer is aware of what motivates employee and the more he uses motivational incentives as an element to implement strategy (Mosadeghrad, 2008).

Rewarding those who succeed is another strategy to keep members of staff throughout the task oriented on strategic goals and accomplishing them. Getting the work done well for strategy implementers implies hitting the predetermined performance goals. Any alternative standard encourages time and effort being wasted on unimportant operations while undermining the strategic plan's implementation. There should be constant pressure to perform well and meet the goal. Chiang and Birtch (2009) provided some crucial rules to follow when creating incentives and rewards. Which are: The benefits of performance must make up significant portion, a small portion, whole compensation package; incentives that make up 20% or more of the total remuneration are highly visible and have the power to motivate people's

efforts (Tutor, 2006). All managers and employees should be included in the incentive program; top management should not be the only group.

The system will be unpopular more than it would be beneficial if performance standards are set unfairly high or if individual performance assessments are flawed. The remuneration structure must be handled with extreme attention and equity. Notwithstanding the risk of sending the incorrect signals about the system, performance indicators must be firmly linked to achieving just those performance targets specified in the plan (Simmons et al., 2011). The effective goals each person is expected to meet would include results they could individually influence; purpose of reward is to increase personal responsibility to channeling behavior in a positive way. If a person is judged using criteria that are not relevant to him, then the function of incentives is not fulfilled. What incentives and rewards should be created outside of these guidelines is difficult to define. The reward, however, must be carefully tied to performance metrics demonstrating the strategy's efficacy and that implementations are going according to schedule. If a corporation wants to become a low-cost producer, its incentive system must reward performance that exceeds costs (Stajkovic & Luthans, 2007).

2.5.2 Reward Systems

Morris (2004) lists the following as some markers of effective performance and achieving corporate goals: Cultivating a dedicated workforce Creativity and invention are the results of a dedicated workforce, which is a quality that guarantees ongoing product development and progress. If the company implements a rewarding reward system, employee commitment will increase. Organizations should view their human resources as an investment rather than a cost because they are responsible for

productivity, running machinery, and initiating all the planning, organizing, staffing, directing, and managing operations that keep companies alive and profitable. The management of human resources is a component of corporate management and aids in selecting the proper compensation plan. The management's most effective technique for securing strong staff commitment to carrying out the strategic plan is the employment of incentives and rewards. Failing to use this tool intelligently and effectively results in a weak implementation process overall (Gagne, 2009). The primary attention-grabbing and commitment-generating mechanisms used in strategic implementations include decisions regarding wage increases, incentive compensation promotions, crucial assignments, etc. The way a manager sets up incentives and distributes awards communicates the type of behavior and performance management they are looking for as well as who is performing well. As a result, the system of incentives and rewards serves as means through which strategy is genuinely endorsed as commitment (Armstrong, 2003).

2.5.3 Bonuses

Through either incentives, appreciation for a performance level, an achievement, or a commitment toward a goal is expressed. It could be either formal or informal, whether it's public or private. In addition to always being compensated, incentives and gratitude are both necessary for employees (Mitchell & Stewart, 2003). Individuals love to celebrate and boast about their successes with other people. When this need is satisfied, it acts as a potent motivator. Employers who just utilize rewards to recognize contributions and achievements have the potential of influencing employees' priorities so they are only concerned with receiving compensation, which would be detrimental to the culture of the company. Rewards are an economical way

to recognize success and performance when applied properly (Smith & Fujita, 2005).

Celebrations and recognition are merely add-ons to pay; they cannot replace a person's base income. Effective incentives can be communicated with excitement and appreciation in addition to a sound compensation scheme. Together, these two components give the business an opportunity to discuss how employees should contribute to the company's success. When traditional compensation solutions miss out on elements like business opportunities, organizational structure, and competency, recognition can be a great approach to address issues (Hersey & Blanchard, 2007).

According to Ford (2009), A worker that is sincerely driven will devote themselves to their work to the level that it inevitably involves delightful duties for them. Those who are motivated by rewards from outside sources will devote themselves to their task to the best of their abilities. He continued by saying that in order someone to feel motivated at work, a need must exist and that need should be a need that the individual believes has a probability of being satisfied by a reward. Entwistle (2007) says that employees who experience success and receive acknowledgment of their works also have a tendency to have a more positive opinion of their employment, workplaces, and bosses. As a result, the employer must exert a lot of effort to show the employee that the organization and management of the business are concerned about the employee's well-being and value the employee's efforts.

2.6 The influence of Working Conditions on Employee Motivation

The employee, the management, and the environment all have an impact on employee motivation. The manager's responsibility is to encourage the employee (Wambua, 2004). So, it is the responsibility of the management to know what drives

his or her employees. Based on Locke and Latham's integrated model of work motivation, a number of theories of work/employee motivation will be discussed, which include Maslow's need pyramid, McClelland's personality-based concept to motivation of employees, Vroom's theory, Locke and Latham's goal theory, Bandura's consciousness concept, Weiner's cognitive theories, Herzberg's work-related characteristics framework, the organizational commitment concept, and Adam's institutional theory. These ideas make an effort to account for employee behavior. They help employees and organizations understand ways to inspire others and/or take a more active role in their motivation (Dessler, 2008).

Some more recent theories on employee motivation integrate Green's worldview and Glanz's framework to inspire staff, Lindner's findings to comprehending staff motivation, and Nelson's 10 techniques to motivate staff in the modern workplace. According to Armstrong (2006), all of the aforementioned ideas have drawbacks and objections. The three suggestions for possible direction of future study on motivation was also discussed.

2.6.1 Job Characteristics

Early studies on how employees perform work highlighted the significance of social factors and the impact of coworkers (Singh et al., 2006). Managers must concentrate on the relationships between peers for a high degree of motivation to be established.

Though library managers might not have money to send employees out for "refreshment," they may still foster excellent connections by using tactics like productive staff meetings that provide chances for contact and debate. The varied kind of people in the library, such as freshly hired library assistant and a professional

librarian with many years of expertise, can be brought together exceptionally well through teamwork. Group instruction and briefing sessions can boost a demotivated employee's self-worth, confidence, and even motivation. Even when space is at a premium, creating social places for shared lunches and breaks can still be helpful. To further maintain or enhance workplace ties, some managers promote social events and celebrations (Obado, 2011).

The employees who will be most impacted by a change in policy are frequently the ones who receive the least amount of consultation throughout the planning stages. For libraries to advance and flourish within their organizational constraints, their strategic goals and decisions are crucial. Employee pride and responsibility of new regulations and reforms should rise as a result of their participation in such procedures. This in turn ought to support their motivation on a personal and professional level. According to Das (2006), effective strategic awareness communication can operate as a unifying factor and be successful in bringing together individuals who are in charge of organization's operations and those who carry out regulations immediately at the front lines. It is thoughtful and wise to include employees in decision-making., especially when those decisions directly impact them. People closed to the issue frequently have the most wisdom regarding what to do (Loughlin & Barling, 2008).

2.6.2 Leadership Style

As long as people are interacting, leadership has existed and will continue to exist. Virtually all culture, regardless of the economic or social structure, this exists. Outside humans, numerous other animal species exhibit primitive forms of leadership, from low-level vertebrates to higher-level primates (Kihara, 2008). The idea of

leadership is not new, researchers and academics consistently use it as a complex phrase. The fact that this term has a large variety of definitions is one of the primary causes. Most importantly, leadership researchers' discontent with many contemporary viewpoints and theories had led to an inability to determine when and why the behavior of particular leaders should be offered. The inability to understand when and why a particular leader's behavior should be considered has largely resulted from leadership scholars' dissatisfaction with many current viewpoints and their ongoing quest for a deeper comprehension of the connection between leadership behavior and a variety of follower's outcomes (Hersey & Blanchard, 2008).

Many individuals and things have varied definitions of what it means to be a leader. The complexity of the interaction between leaders, followers, and situation makes this controversial. Leadership is widely defined in a range; they may concentrate on behavior, the capacity to influence changes, the procedure of social impact, the development of enticing visions, and the production of results. Obado (2011) states that there are four similarities. The process between a leader and followers, social influence, leadership occurring at several organizational levels (individual, group, and organizational), and an emphasis on goal achievement are just a few of the many definitions of leadership. According to these similarities, Kreitner and Kinicki (2007) describe leadership as the procedure through which group of people is being persuaded to pursue a single goal.

Throughout many years, the intellects have progressed to the real testing ground of corporate leadership and management. The acceptance, survival, and career longevity have rested on their capacity, contributing to the body of knowledge, comprehend emerging best practices, and demonstrate cutting-edge leadership

(Williams, 2005). In spite the attention given to leadership and management, as well as the use of these theories and strategies in the public sector, there has been little analysis of how the general rise in individualism in society may affect leadership. Due to the widespread perception that leadership rests with specific persons, the number of leaders in organizations, whether in the public or private sector, has increased (Lawler, 2007).

Doing the correct thing for the right scenario and the people involved is a big part of what leadership is all about. If the leader's reputation as a credible professional is to remain a priority, however, identifying such adaptability and distinction of the replies must be a continuous beliefs and ground norms. In turn, credibility has surpassed competence and consistency in the position of a leader. In today's society, the three bottom line of profitability is becoming more and more crucial, care for the environment, and social responsibility are recognized as economic need (Lucas & Diener, 2010).

The values of the organization and its behavior are significantly impacted by leadership styles and attitudes that are promoted and implemented in company. The handling of rewards involves leaders significantly. They are there to help individuals accomplish tasks and deliver strategically while also developing and sustaining positive connections with the members of the teams or groups they are working with. They are there to boost morale and, most crucially, to ensure effectiveness. Leaders provide prospects for significant incentives like acknowledgment through useful feedback, scope for doing productive work, and opportunity for growth and knowledge (Hinds, 2009).

2.6.3 Job Enrichment

The goal of job enrichment is to inspire workers in allowing workers utilize their full potential. Herzberg is credited with coming up with the concept (1966). It can be compared to job expansion, which simply adds more tasks while keeping the challenges the same. Therefore, job enlargement is referred to as "horizontal loading," while job enrichment is referred to as "vertical loading" of job. Giving an employee control over work is the main goal of job enrichment because inadequacy of control is a major cause of stress and, consequently, of dissatisfaction. Allowing them perform duties traditionally performed by supervisors is preferable (Bowen & Radhakrishna, 2011).

This implies that they have more control over the tasks they plan, carry out, and evaluate. People perform tasks with more freedom, independence, and responsibility in enriched occupations (Ali & Ahmed, 2009). Also, students get a lot of feedback so they may evaluate and improve their own performance. Some methods for improving work environments include: Individuals should be given the chance to employ a range of abilities and carry out various types of work. Job rotation is the most typical method for accomplishing this. Employers should rotate personnel through a range of positions to provide them the chance to learn about and experience various aspects of the firm. This can be quite inspiring, especially for those who work in monotonous or boring jobs.

A more difficult and complex job assignment is provided by combined work activities. Due to employees seeing a job through from beginning to end, this can dramatically increase "task identity" (Suk-Hing, 2005). This enables employees apply wide range of abilities, that may increase sense of significance and meaning of their

work. This model can be used anywhere there are individuals or groups that normally only carry out one step of a larger process. Consider enlarging their responsibilities to include the full process or a larger portion of it.

2.7 Conclusion

This study aimed to fill a knowledge gap in customer satisfaction, particularly regarding the elements that affect staff motivation. This study identified a few variables, such as working conditions, financial benefits, and non-monetary incentives. The methodology of this study, which described the way data was processed after gathering, was examined in the following chapter.

CHAPTER 3

METHODOLOGY

The descriptions of the study design, the justification for the study, and the methodology used in the study is discussed in this chapter. Threats to the study's content validity and reliability test is also taken into account. As a result, this section is broken down into 8 elements. These are listed below:

- 3.1 The Research Type and Tool
- 3.2 The Research Design
- 3.3 The Quality of the Research Tool
- 3.4 The Data Collection
- 3.5 The Population and Sample
- 3.6 The Sampling Technique
- 3.7 The Research Procedure and Timeline
- 3.8 The Hypotheses Test and Data Analysis

3.1 The Research Type and Tool

On the basis of both primary and secondary data, the research was conducted.

Employees in Bangkok provided the primary sources for the data. A systematic survey that was primarily closed-ended was offered. The questionnaire was divided into two parts; the first portion covered the demographics of the survey participants. Four questions about the employee's motivation made up the second section.

On the other hand, secondary data was also employed to describe various motivation theories and components. These were gathered from various books, journal articles, websites, graduate students' published dissertation papers, etc. The survey is broken down into five categories: the inquiry about the demographic data (5 questions), the

factor of Non-Monetary incentives (12 questions), factor of financial benefits (12 questions), the factor of working condition (12 questions) and Job effectiveness (12 questions). The questionnaire consisting of 53 questions in total.

Part 1: Demographic Data (5 questions)

This section consisting of inquiries concerning the responder's' demographic details, including their age and gender. The questionnaire also asks for personal information about the respondent's background, employment history, and position.

Part 2: Factors influencing Non-Monetary incentives (12 questions)

This section comprises of inquiries about the extra benefits that the responders received. This section has five sub-variables: Staff training, Teamwork, Fringe Benefit, Job Promotion, and Status.

Part 3: Factors of Financial Benefits (12 questions)

This section comprises of inquiries into the rewards and payments received by respondents in relation to motivation. This section includes the following three sub-variables: compensation, rewards, and bonuses. Each sub-variable has four questions in it.

Part 4: Factors of Working Condition (12 questions)

Relationships with coworkers, work stress, and career balance are all covered in this section. This section includes the following three sub-variables: job characteristics, leadership style, and job enrichment. Each sub-variable has four questions in it.

Part 5: Job Effectiveness (12 questions)

The respondents' overall rate of job effectiveness and productivity due to motivation are included in this section. General contentment, the significance

+of the task, and the degree of enjoyment are some of the questions that are covered.

3.2.The Research Design

The questionnaire is measured as the following:

1. Part 1: the fact: nominal and ordinal scales
2. Part 2-4: the attitude of monetary, finance and working condition: the interval scale - the least (1) to the most (5)
3. Part 5: the attitude of job effectiveness: interval scale – the least (1) to the most (5)

Scale 5 – Most Agree

Scale 4 – More Agree

Scale 3 – Moderate Agree

Scale 2 – Less Agree

Scale 1 – Least Agree

For part 2-5 of the questionnaire, consisting of Likert's 5-point scale, the statistical mean, interpretation of the mean is calculated below:

$$\text{Range} = (\text{Maximum} - \text{Minimum}) / \text{Scale Level}$$

$$\text{Range} = (5 - 1) / 5 = 0.8$$

Table 3.1: The Range of Mean Interpretation

Range	Interpretation
1.00 - 1.80	Least Agree
1.81 - 2.60	Less Agree
2.61 - 3.40	Moderate Agree

(Continued)

Table 3.1 (Continued): The Range of Mean Interpretation

3.41 - 4.20	More Agree
4.21 - 5.00	Most Agree

The Two (2) types of statistics used are:

1. Descriptive statistics, consisting of frequency, percentage, mean, and standard deviation.
2. Inferential statistics, consisting of Multiple Regression Analysis Test.

3.3.The Research Tool and its Quality

The advisor, Assoc. Prof. Dr. Suthinan Pomsuwan, authorized the questionnaire after validating it. 30 volunteers made up the sample group used for the reliability test. With a total reliability of 0.971, Cronbach's Alpha was used in the statistical program to assess the data from the surveys. The normal value is between 0.7 and 1.00.

Table 3.2: The Total Reliability Test Results

Cronbach's Alpha	N (number) of Items
.971	48

Table 3.3: The Reliability Test Results for Non-Monetary incentives

Cronbach's Alpha	N (number) of Items
.959	16

Table 3.4: The Reliability Test Results for Financial Benefits

Cronbach's Alpha	N (number) of Items
.908	12

Table 3.5: The Reliability Test Results for Working Condition

Cronbach's Alpha	N (number) of Items
.914	12

Table 3.6: The Reliability Test Results Job Effectiveness

Cronbach's Alpha	N (number) of Items
.901	8

3.4 The Data Collection

The questionnaire was sent out to Bangkok employees of various companies and organizations, as was previously discussed. This makes respondents' accountable, responsible, and easily accessible. Also, it demonstrates the acceptability of respondents and their willingness to engage in the survey, both of which were driving factors in the success of the survey.

3.5 The Sampling of Population

Both Part-time, full-time, and temporary employees in Bangkok, Thailand make up the population for this study. Yamane's (1967) table was used to determine the sample size because the population for this study is unpredictable (Figure 1.2). The table indicates that 400 samples are to be taken with a precision level of +-5% from a population of more than 100,000. By the time the surveys were sent to 300 recipients due to the pandemic situation, 66.67% of respondents had returned them.

$$300 \times 66.67\% = 200 \text{ samples}$$

200 samples were gathered for the study.

3.6. The Technique of Sampling

The samples for this study were obtained through the use of convenience sampling. Convenience sampling is one sort of non-probability sampling. Data from group of persons who are conveniently present to participate in the survey are collected using this sampling technique (Saunders, Lewis, & Thornhill, 2009). Also, samples of survey are gathered wherever participants are permitted. Participants in the study are those who are available to take part in the research survey since the questionnaires are sent one to one.

3.7. The Research Procedure and Timeline

The survey processed for this study had 4 stages:

1. The study was first thoroughly examined using secondary data, which is information and data gathered from earlier research studies, academic journals, academic books, and related theories. April 2022 was the start of the study, and May 2022 was the collection and assessment of secondary data.
2. Secondly, the research questionnaire was created. Questions for the questionnaire were prepared and the data was gathered and examined. The questionnaires contained data on demographics, measurements of non-financial characteristics, finances, working conditions, and job effectiveness. In the latter of September 2022, the questionnaire was created.
3. Thirdly, the expert in this field evaluated the validity of the questionnaire. By running a pilot test, Cronbach's Alpha reliability was evaluated. In November 2022, 30 samples were used for the pilot

test.

4. Fourthly, the participants were given the questionnaires to complete their information. The questionnaire's five previously mentioned sections had to be completed by the participants. Beginning in December 2022, the questionnaire was distributed.
5. Lastly, Throughout the month of February 2023, the material gathered was arranged and examined for research findings and results of the study.

3.8.The Hypotheses Test and Data Analysis:

H1: Non-Monetary incentives factor (consisting of promotion, team work, fringe benefits and staff training) have an impact on how effectively employees perform their jobs.

H2: Financial benefits factor (consisting of compensation, rewards and bonuses) have an impact on how effectively employees perform their jobs.

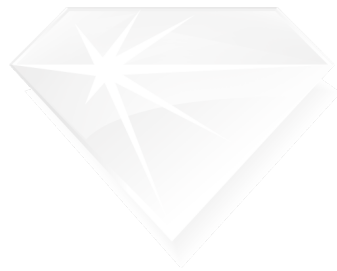
H3: Working condition factors (consisting of job characteristics, leadership style and job enrichment) have an impact on how effectively employees perform their jobs.

The statistical tools for data analysis include the following:

3.8.1. Descriptive Statistics: The demographic information of the respondents was examined using these statistics. Age, gender, educational level, and other details are disclosed. The qualities and observations of the data are analyzed, summarized, and presented as percentages using a descriptive statistic

3.8.2. Inferential Statistics: The significance of the data and the relationship between

the variables are both interpreted using these statistics. To test the hypotheses and investigate the link between the dependent variable, or job effectiveness, and the independent variables, or non-monetary factor, financial benefit, and working environment factors, multiple regression analysis was utilized.



**BANGKOK
UNIVERSITY**
THE CREATIVE UNIVERSITY

CHAPTER 4

ANALYSIS AND FINDINGS

The findings of the survey from the data examined with statistical software are presented in this chapter. In order to test the hypothesis, 200 replies were gathered and examined.

The information analyzed is presented in six parts: These are listed below:

4.1: Analysis of demographic data

4.2: Analysis of Non-Monetary incentives

4.3: Analysis of financial benefits

4.4: Analysis of working condition

4.5: Analysis of Job Effectiveness

4.6: Analysis of the relationship among Non-Monetary incentives, financial benefits, working condition and job effectiveness.

4.1 Analysis of Demographic Data

The demographic information for 200 respondents is shown in the table below. Gender, age, education, total number of years of employment, and employee cadre are among the information gathered from the respondents. The value of the statistics is displayed as frequency and percentages (%).

Table 4.1: Demographics Data of 200 respondents

Demographic Data	Frequency	Percentage (%)
1. Gender		
Male	67	33.5
Female	133	66.5
Total	200	100.0

(Continued)

Table 4.1 (Continued): Demographics Data of 200 respondents

2. Age		
Below 21 years	12	6.0
21 - 30 years	45	22.5
31 - 40 years	62	31.0
41 - 50 years	61	30.5
Over 50 years	20	10.0
Total	200	100.0
3. Qualification		
Primary	0	0
Secondary	29	14.5
Certificate/Diploma	10	5.0
Bachelor degree	109	54.5
Master degree	47	23.5
Others	5	2.5
Total	200	100.0
4. Position		
Branch Manager	15	7.5
Departmental Head	44	22.0
Technical Staff	141	70.5
Total	200	100.0
5. Length in service		
Less than 1 year	24	12.0
1 - 4 years	58	29.0
5 - 10 years	55	27.5
Over 10 years	63	31.5
Total	200	100.0

Table 4.1 gives a summary of 200 respondents' demographic information. The table showed that female made up 66.5% of the study's responses, with male making up 33.5% of the total. Ages 31 to 40 made up the majority of responses (31.0%), closely followed by ages 41 to 50 (30.5%). The majority of responders (54.5%) have bachelor's degrees. The majority of respondents (31.5%) have worked for over 10 years are closely followed by those who have worked for 1-4 years (29.0%) and 5-10

years (27.5%). Finally, a higher percentage of respondents (70.5%) are technical staff.

4.2 Analysis of Non-Monetary Incentive Factors

The analysis of non-monetary incentive elements is shown in the following table. The mean, variable's standard deviation, and mean interpretation are shown in Table 4.2. The non-monetary incentive components' sub-variables include:

1. Job Promotion
2. Team Work
3. Staff Training

Table 4.2: Mean and Standard Deviation of non-monetary incentive

Sub-variables	Mean	Std. Deviation	Interpretation
1.1. Job Promotion	3.6200	.68772	More Agreed
1.2. Team Work	3.6225	.67715	More Agreed
1.3. Staff Training	3.7463	.82192	More Agreed
Total	3.6629	.72893	More Agreed

Table 4.2 shows that respondents are more in favor of non-financial motivation theories in the workplace. The findings showed that respondents were more in favor of staff training, which improves their efficacy ($\bar{x} = 3.75$, $SD = 0.822$). The non-monetary element has an overall mean of 3.66 (More Agreed) and a standard deviation of 0.729.

4.3 Analysis of financial benefit factor

The analysis of the financial benefit elements is shown in the table below. The mean variable, standard deviation, and mean interpretation are shown in Table 4.3. The financial benefits factors' variables include:

1. Compensation
2. Reward

3. Bonuses

Table 4.3: Mean and Standard Deviation of financial benefit

Sub-variables	Mean	Std. Deviation	Interpretation
2.1. Compensation	3.5325	.73980	More Agreed
2.2. Rewards	3.3788	.81636	More Agreed
2.3. Bonuses	3.3288	.88133	More Agreed
Total	3.4134	.81249	More Agreed

According to table 4.3, respondents are more in favor of compensation than they are of rewards and bonuses when it comes to the financial benefit component. Financial benefit factor average is 3.41 overall (more agreed), and standard deviation is 0.812.

4.4. Analysis of working condition factors

The analysis of working condition factors is shown in the table below. The mean, variable's standard deviation, and mean interpretation are shown in Table 4.4. The working condition factors' sub-variables are:

1. Job characteristics
2. Leadership style
3. Job enrichment.

Table 4.4: Mean and Standard Deviation of working condition

Sub-variables	Mean	Std. Deviation	Interpretation
3.1. Job Characteristics	3.5712	.65709	More Agreed
3.2. Leadership Style	3.8075	.71008	More Agreed
3.3. Job Enrichment	3.7263	.68710	More Agreed
Total	3.7083	.68476	More Agreed

According to table 4.4, respondents are more satisfied with their employer's working conditions in the areas of job characteristics ($\bar{x} = 3.57$; $SD = 0.657$); leadership style ($\bar{x} = 3.81$; $SD = 0.710$); and job enrichment ($\bar{x} = 3.73$; $SD = 0.687$). The working condition has an overall mean of 3.71 (More Agreed) and a standard deviation of 0.685.

4.5. Analysis of Job effectiveness

The attitude or feelings of the respondents toward job effectiveness are shown in the following table. The mean and standard deviation of job effectiveness are displayed in Table 4.5.

Table 4.5 Dependent Variable: Job Effectiveness

Dependent Variable	Mean	Std. Deviation	Interpretation
4.1. Job Effectiveness	3.6404	.68160	More Agreed
Total	3.6404	.68160	More Agreed

The information about job effectiveness is displayed in the table. There were 12 questions total on the questionnaire given to responders. Based to the data collected from the respondents in this study ($\bar{x} = 3.64$, $SD = 0.682$), the respondents are more satisfied with their jobs and believe they are effective.

4.6 Analysis of the relationship between non-monetary incentives, financial benefits, working condition and job effectiveness.

This section of the survey examines the link between dependent variable - Job Effectiveness, and the independent variables: Non-Monetary Incentives, Financial Benefits, and Working Conditions.

Inferential statistics were utilized in this section, and the multiple linear

regression statistical analysis was used to determine the data.

Three sections of the data are presented:

4.6.1 Analysis of the influence of Non-Monetary Incentive towards motivation of employees' job effectiveness.

4.6.2 Analysis of the influence of financial benefit factor in motivation of employees' job effectiveness.

4.6.3 Analysis of the influence of working condition in the motivation of employees' job effectiveness.

Table 4.6 Analysis of impact of Non-Monetary Incentives towards motivation of employees' job effectiveness

Non-Monetary Incentives Sub-variables	b	Beta	t	Sig	Interpretation
1.1. Job Promotion	.303	.306	4.509	.000*	Supported
1.2. Team Work	.257	.255	4.049	.000*	Supported
1.3. Staff Training	.232	.280	4.313	.000*	Supported

Adjusted R-square = .488, F = 64.27 *P≤0.05

Independent variable = Non-Monetary Incentives

Dependent variable = Job Effectiveness

All three of the non-monetary incentive factor's sub-variable factors were demonstrated in Table 4.6 to have an impact on work effectiveness. The research results are consistent with the notion that the non-monetary motivation element affects job effectiveness. Promotion (Sig = 0.001), teamwork (Sig = 0.000), and staff training (Sig = 0.000) are the three sub-variables and are all supported.

Table 4.7: Analysis of the impact of financial benefit factor in motivation of employees' job effectiveness

Financial Benefits Sub-variables	b	Beta	t	Sig	Interpretation
2.1. Compensation	0.31	0.337	4.516	.000*	Supported
2.2. Rewards	0.14	0.168	1.811	.072*	Not Supported
2.3. Bonuses	0.189	0.245	2.825	.005*	Supported

Adjusted R-square = 0.437, F = 52.467, *P≤0.05

Independent variable = Financial Benefits

Dependent variable = Job Effectiveness

The statistical examination of the relationship between motivation and job effectiveness through financial benefit components is shown in Table 4.7. The results of the study are consistent with the theory that the motivation for employees' job effectiveness comes from financial gain. Compensation (Sig = 0.000), and Bonuses (Sig = 0.005). The Rewards element has Sig = 0.072 which means it is not statistically significant or not supported,

Table 4.8: Analysis of the impact of working condition in the motivation of employees' job effectiveness

Working Condition Sub-variables	b	Beta	t	Sig	Interpretation
3.1. Job Characteristics	0.134	0.129	2.259	.025*	Supported
3.2. Leadership Style	0.271	0.283	4.655	.000*	Supported
3.3. Job Enrichment	0.487	0.491	7.755	.000*	Supported

Adjusted R-square = 0.649, F = 123.780, *P≤0.05

Independent variable = Working Condition Factor

Dependent variable = Job Effectiveness

The statistical study of the influences on job effectiveness depending on working conditions is shown in Table 4.8. The research results are consistent with the idea that working conditions have an impact on how well employees perform their jobs. Leadership Style (Sig = 0.000) and Job Enrichment (Sig = 0.000), and Job Characteristics (Sig = 0.025) are all supported.

Table 4.9: Summary of the Hypotheses Testing

Hypothesis	Result
1. Non-Monetary Incentives factor have a significance on employees' job effectiveness.	Supported
1.1 Promotion	Supported
1.2 Team Work	Supported
1.3 Staff Training	Supported
2. Financial Benefits factor have a significance on employees' job effectiveness.	Supported
2.1 Compensation	Supported
2.2 Rewards	Not Supported
2.3 Bonuses	Supported
3. Working Condition factor have a significance on employees' job effectiveness.	Supported
3.1 Job Characteristics	Not Supported
3.2 Leadership Style	Supported
3.3 Job Enrichment	Supported

An overview of the findings from the hypothesis is shown in Table 4.9. All three of the study's presented hypotheses, as stated in the table, were accepted.

Furthermore, this study's sub-variables showed support except job characteristics sub-variables.

CHAPTER 5

SUMMARY, CONCLUSION AND DISSCUSION

Four topics is covered in this section: the summary and conclusion, the discussion, the implications, and the suggestions for additional research. The list is as follows.:

5.1.Summary and Conclusion

5.2.Discussion

5.3.Recommendations for Implications

5.4.Recommendations for Future Research

5.1 Summary and Conclusion

5.1.1. Demographic Data

The most of the respondents in the study were female and between the ages of 41 and 50. The majority of responders had over 10 years of professional experience and a bachelor's degree. There were more technical staff respondents.

5.1.2. Attitudes towards variables

The attitude towards the variables are presented in three parts:

1. Non-Monetary Incentives

The respondents expressed a greater level of agreement with the non-financial component of motivation in performing their tasks successfully, particularly with the availability of staff training that increases their promotion and is supported by teamwork. The respondents generally agree more with the non-monetary incentives element.

2. Financial Benefits

The respondents expressed a greater level of agreement with financial

benefits including bonuses, awards, and compensations. They encourage them to perform their duties well. The respondents are most in agreement with the financial rewards factor, by far.

3. Working Condition

The working conditions category received a higher level of agreement from the respondents, particularly with regard to leadership style, job characteristics, and job enrichment. Generally, respondents are more in agreement with the aspect relating to working conditions.

5.1.3. Hypotheses Results

There were three hypotheses proposed in this study:

Hypothesis 1: Non-monetary incentive (which includes promotion, team work and staff training) have significance on job effectiveness of employee.

Hypothesis 2: Financial Benefit factors (including compensations, rewards and bonuses) have influence on employees' job effectiveness.

Hypothesis 3: Working Condition factors (such as Job characteristics, Leadership Style and Job Enrichment) acted as one of the motivational factors that influences employees' job effectiveness.

5.2 Discussion

The study looked for important variables and markers that affect an employee's drive to do well at work. According to the research, non-financial elements have a greater influence on an employee's motivation than financial ones. This suggests that in order to ensure that employees are properly engaged and subsequently motivated, attention must be paid to both financial and non-financial variables. Moreover, elements pertaining to the workplace and environment might drive employees. This means that

businesses must foster an environment where workers feel appreciated and recognized for their efforts. Employers should offer sufficient training and development to guarantee employees are motivated because it is also recognized as a motivating element.

Lastly, the findings indicate that, based on a 5-point Likert scale, the total mean value and standard deviation of motivation work effectiveness are 3.64 and 0.682, respectively;

5.3 Recommendations for Implications

The result of the study demonstrated that each of the three independent variables is supported. In other words, job effectiveness is influenced by elements such as financial rewards, working conditions, and non-monetary motivations. Razak, Sarpan, and Ramlan (2018) discovered that work enrichment and promotion have a favorable impact on job effectiveness. This study demonstrated that employee job effectiveness is impacted by promotions.

The findings of this study also indicated that Thai workers are satisfied with teamwork and that teamwork has an impact on job effectiveness ($\bar{x} = 3.62$). According to Singh, Amiril, and Sabbarwat (2019), stress is a serious issue at work and has affected many organizations' output. They also said that workplace stress on employees is significant since it affects their physical comfort, which in turn affects how well they perform at work. According to this study, there is a strong link between attributes and job effectiveness. Organizations might modify their rules and policies at work to please their employees by considering the potential policy repercussions. By planning and enforcing team-building exercises, managers could make accommodations for their policy to foster a positive working relationship among their

employees. Any organization's human resource department should offer opportunities and activities for all employees to grow, for managerial reasons. Employee training and development, performance management, coaching, mentoring, and other tasks should be handled by managers for their staff members. As demonstrated by this study and earlier research, a number of elements can affect person's ability to perform their work effectively. To the degree that this is the case, Bangkok companies could prioritize their workers' needs in order to keep or boost the level of job effectiveness. The working condition is one of the crucial components from this study ($\bar{x}= 3.64$). This demonstrates how Thai workers place a high value on both their working environment and the environment in which they operate. Employers could utilize this knowledge to modify the workplace to better suit the demands of their workers. This study looked into the academic aspects of job effectiveness. This study can be utilized as a starting point for future research to understand Thai workers. Researchers can examine Thai workers' views and determine what influences them. The research on this topic can be expanded to gain a thorough understanding of Thai employees' attitudes and behavior concerning the variables that affect their ability to do their jobs effectively.

5.4 Recommendations for Future Research

The results of this study may be useful for managerial decisions and actions. Despite the fact that all of the assumptions are confirmed, the study could still be enhanced for more in-depth analysis and cutting-edge conclusions in subsequent studies. Here are a few suggestions that may be taken into account for future research on a related idea, as there were a few constraints in the course of this study. First of all, future studies ought to think about expanding the data collection. Only 200

samples were gathered for this investigation, which focused on Bangkok-based workers because of the pandemic (COVID-19). The study could be conducted in the future with the 400 sample size that was actually used. For more certain results and a deeper understanding of employees, additional research should be conducted with a larger sample size because it will accurately reflect the population. Quantitative research methods were used for this study. To further understand job effectiveness and the elements that influence it, more research could also incorporate qualitative analysis. With the use of this research methodology, management decisions can be made using in-depth, detailed information about attitudes, feelings, and behaviors. Moreover, qualitative research fosters an openness to the research project. It gives the researcher fresh and unknown topic, ideas and enables the respondents to broaden their points of view. Convenience sampling was the method of choice for the investigation. The pandemic (COVID 19) led to the usage of this technique. It was difficult to obtain the data using any other sampling technique during a tough time. It would be advisable to investigate the various sample techniques for upcoming research. Non-probabilistic sampling was used to collect the data for this study. For future research, it would be advised to employ probability sampling techniques such as a basic random sample, systematic sample, selective sample, and cluster sample.

BIBLIOGRAPHY

- Alderfer, C. P. (1969). An empirical test of a new theory of human needs. *Organizational behavior and human performance*, 4(2), 142-175.
- Ali, R. & Ahmed, M. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International Review of Business Research Papers*, 5(4), 270-279.
- Armstrong, M (2003), *Human Resource Management Practice* (8th ed.). London: Kogan page.
- Aslam, M. S., Ahmad, F., & Anwar, S. (2012). Job burnout and organizational citizenship behaviors: Mediating role of affective commitment. *Journal of Basic and Applied Scientific Research*, 2(8), 8120-8129.
- Azar, M., & Shafighi, A. A. (2013). The effect of work motivation on employees' job performance (Case study: employees of Isfahan Islamic Revolution Housing Foundation). *International journal of academic research in business and social sciences*, 3(9), 432.
- Bartol, K. & Locke, E. (2010), "Incentives and motivation", in Rynes, S.L., Gerhart, B. (Eds), *Compensation in Organizations: Current Research and Practice*, JosseyBass, San Francisco, CA, 104-47.
- Belle, J. (2005). The paradox of safety hopes and rewards: are you rewarding the right behavior, *Professional Safety*, 37-39.
- Bishop, J. (1987). The recognition and reward of employee performance. *Journal of labor Economics*, 5(4, Part 2), S36-S56.
- Boen, F. (2006). *Relationship between Employee Participation in Decision Making and Motivation: Survey of Commercial Banks in Kenya*. Unpublished MBA Project, University of Nairobi.
- Bowen, B. & Radhakrishna, R. (2011). Job satisfaction of agricultural education faculty: A constant phenomenon. *Journal of Agricultural Education*, 32 (2), 16-22.
- Chen, Y. & Luo, H. (2012). Toward an understanding of the behavioral intention to use a groupware application. *Journal of End User Computing*. 14, 1–16.
- Chiang, F. & Birtch, T. (2009). The moderating roles of job control and work–life

- balance practices on employee stress in the hotel and catering industry. *International Journal of Hospitality Management*, 29, 25–32.
- Das, M. (2006). *Analysis of Factors Which Influence Supervisors Motivation in Kenya Building and Construction Industry*. Unpublished MBA Project, University of Nairobi.
- Dessler G. (2008): *Human Resource Management*, (11th ed.). New Jersey, NJ: Prentice Hall.
- Entwistle, N. (2007). Motivation to learn, conceptualization and practices, *British Journal of Education Studies*, 35(2), 129-148.
- Ford, N. (2009). *Motivation through the work itself*. New York: American Management Association.
- Gagne, M. (2009). A model of knowledge-sharing motivation, *Human Resource Management*, 48(4), 571– 589.
- Glanz, B. A. (2002). *Handle with CARE: motivating and retaining employees*. New York: McGraw-Hill.
- Graham, W. K., & Balloun, J. (1973). An empirical test of Maslow's need hierarchy theory. *Journal of Humanistic Psychology*, 13(1), 97-108.
- Griffin. R, (2008), *Management*. Boston: Houghton Mifflin Company
- Gutteridge T., Leibowitz, Z., & Shore J. (2013). *Organizational Career Development*, San Francisco, CA: Jossey-Bass.
- Habib, M.N., Mukhtar, S., Jamal, W. (2010). Factors Influencing the Teachers Intentions to Quite in Private Sector Higher Educational Institutions of Pakistan. *Interdisciplinary Journal of Contemporary Research Business*, 1, 12.
- Hersey, P. & Blanchard, K. (2007). *Management of Organization Behavior: Utilizing Human Resources*, (3rd ed.). Englewood Cliffs, N.J.: Prentice Hall.
- Hersey, P. & Blanchard, K. (2008). *Management of Organizational Behavior*. London: Prentice Hall.
- Herzberg, F. (1959). *The Motivation to Work*. New York: John Wiley and Sons.
- Herzberg, F. (1966). *Work and the nature of man*. Cleveland, Ohio: World.
- Hinds, P. (2009). "Inducing a definition of 'hope' through the use of grounded theory methodology", *Journal of Advanced Nursing*, 9(4), 357-362.

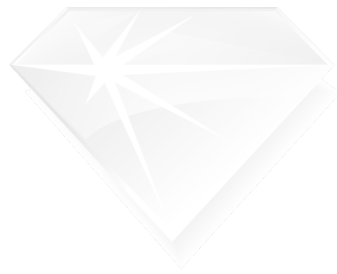
- Ivancevich, J. Konopaske, R., & Matteson, M.T. (2004). *Organizational behavior and Human needs in organizational setting*. New York, NY: Oxford Press.
- Jones, G, and George, J, (2004), *Contemporary Management*. Boston: McGraw-Hill
- Jones, S. C., & Vroom, V. H. (1964). Division of labor and performance under cooperative and competitive conditions. *The Journal of Abnormal and Social Psychology*, 68(3), 313.
- Kihara A. (2008). *Factors Influencing Staff Motivation in the Teachers Service*. Commission of Kenya, Unpublished MBA Project, University of Nairobi.
- Kopelman, R. E., Prottas, D. J., & Falk, D. W. (2012). Further development of a measure of Theory X and Y managerial assumptions. *Journal of Managerial Issues*, 24(4), 450-470.
- Koontz, H., and Wehrich, H. (2007). *Essentials of Management*. New Delhi: Tata Mcgraw-Hill.
- Kressler, H. (2003). *Motivate and Reward: Performance Appraisal and Incentive System for Business Success*. New York: Palgrave Macmillan.
- Kreitner, R. & Kinici, A. (2004). *Organizational Behavior* (6th ed.). Boston, MA: McGraw-Hill, Irwin.
- Kreitner, R., Kinicki, A., & Cole, N. D. (2007). *Fundamentals of organizational behaviour: Key concepts, skills, and best practices*. McGraw-Hill Ryerson.
- Lai, C. (2009). Motivating employees through incentive programs. Latham, G. (2007). *Work Motivation: History, Theory, Research, and Practice*. California: Sage.
- Lewis, P. & Goodman, P. (2004). *Management: Challenges for Tomorrow's Leaders*. Cincinnati. OH: Thompson South-Western.
- Lin, H. F. (2007). Effects of extrinsic and intrinsic motivation on employee knowledge sharing intentions. *Journal of information science*, 33(2), 135-149.
- Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational behavior and human performance*, 3(2), 157-189.
- Locke, E. A. (1968). Toward a theory of task motivation and incentives. *Organizational behavior and human performance*, 3(2), 157-189.
- Locke, E. A., Shaw, K. N., Saari, L. M., & Latham, G. P. (1981). Goal setting and

- task performance: 1969–1980. *Psychological bulletin*, 90(1), 125.
- Lucas, R. & Diener, E. (2010). "The happy worker: hypotheses about the role of positive affect in worker productivity", in Barrick, M.R., Ryan, A.M. (Eds), *Personality and Work*, Wiley Sons Inc., San Francisco, CA, 30-59.
- Maicibi, N. (2007), Multivariate relationship and discriminant validity between job satisfaction and burnout, *journal of management psychology*, 19, 666-675.
- Masi, R., & Cooke, R. (2010). Effects of transformational leadership on subordinate motivation, empowering norms, and organizational productivity. *International Journal of Organizational Analysis*, 8(1), 16-47.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological review*, 50(4), 370.
- McShane. S, L., and Von Glinow. M, A., (2000), *Organizational Behavior*. New York, McGraw-Hill.
- Mitchell, T. & Stewart, G. (2003). Situational and motivational influences on trait behavior relationships, in Barrick, M.R., Ryan, A.M. (Eds), *Personality and Work: Reconsidering the Role of Personality in Organizations*, Jossey-Bass, San Francisco, CA, 60-82.
- Moos, H. (2012). Work Stress and the Stress-buffering Roles of Work and Family Resources. *Journal of Occupational Behavior* 3, 215-232.
- Mullins, J. (2007). *Management and Organizational Behavior*. New Jersey: FT Prentice Hall.
- Mosadeghrad, A. (2008), *The role of participative management (suggestion system) in hospital effectiveness and efficiency*, *Research in Medical Sciences*, 8(3), 85-89.
- Nayas, A. N. M. (2020). *The Impact of Organizational Environment, Work Itself, and Individual Motivation Factors Towards Employees' Job Satisfaction*, Bangkok University.
- Obado, P. (2011). *Influence of Perceived Organizational Climate on Kenya's Pharmaceutical Sales Force Motivation*, Unpublished MBA Project, University of Nairobi.
- Oldham, G. (2007). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159–170.

- Osterman, P. (2010). Work reorganization in an era of restructuring: trends in diffusion and effects on employee welfare, *Industrial and Labor Relations Review*, 53, 179-199.
- Pascoe, C., Ali, I. M., & Warne, L. (2002, June). Yet another role for job satisfaction and work motivation—Enabler of knowledge creation and knowledge sharing. In *Proceedings of the Informing Science+ IT Education Conference 2*(1), 1239-1248.
- Petcharak, P. (2002). *The assessment of motivation in the Saint Paul Hotel employees*. University of Wisconsin-Stout.
- Pitts, D. (2009). Diversity management, job satisfaction, and performance: Evidence from US federal agencies. *Public Administration Review*, 69(2), 328-338.
- Razak, A., Sarpan, S., & Ramlan, R. (2018). Influence of promotion and job satisfaction on employee performance. *Journal of Accounting, Business and Finance Research*, 3(1), 18-27.
- Robbins, S. (2005). *Organizational behavior* (11th ed.). Pearson Educational Institution.
- Silvestri, M. (2007). Doing Police Leadership: Enter the New Smart Macho. *Policing and Society: An International Journal of Research and Policy*, 17(1), 38-58.
- Simmons, L., Nelson, D. & Neal, L. (2011). A comparison of the positive and negative work attitudes of home health care and hospital nurses. *Health Care Management Review*, 26(3), 63-74.
- Simons, T., & Enz, C. A. (1995). Motivating hotel employees: Beyond the carrot and the stick. *Cornell hotel and restaurant administration quarterly*, 36(1), 20-27.
- Singh, J., Verbeke, W. & Rhoads, G. (2006). Do organizations practices matter in role stress processes? A study of direct and moderating effects for market-oriented boundary spanners. *Journal of Marketing*, 60, 69-86.
- Smith, H. & Fujita, F. (2005). The personality structure of affect, *Journal of Personality and Social Psychology*, 69(1), 130-141.
- Stajkovic, A. D., & Luthans, F. (1997). A meta-analysis of the effects of organizational behavior modification on task performance, 1975–

95. *Academy of Management journal*, 40(5), 1122-1149.
- Suk-Hing, G. (2005). *Relationship between generation-responsive leadership behaviors and job satisfaction of generations X and Y professionals*. D.M. dissertation, University of Phoenix, AZ: Thomson-Western.
- Tutor, F. (2006). *The Relationship between Perceived Need Deficiencies and Factors Influencing Teacher Participation in the Tennessee Career Ladder*. Doctoral dissertation, Memphis State University, Memphis, TN.
- Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.
- Wambua R. (2004). *Factors Influencing Sales Force Motivation: A Study of Insurance Companies in Kenya*, Unpublished MBA Project, University of Nairobi.
- Wong, S., Siu, V., & Tsang, N. (1999). The impact of demographic factors on Hong Kong hotel employees' choice of job-related motivators. *International Journal of Contemporary Hospitality Management*, 11(5).
- Yacizi, N. K. (2008). *the Effect of Reward System Applications on Employee Performance In Service Sector*. Marmara University, Institute of Social Sciences, Master Thesis.
- Yamane, T. (1967). *Statistics: An introductory analysis*. New York: Harper and Row.
- Yang, H. (2008). *Efficiency Wages and Subjective Performance Pay*, *Economic Inquiry*, 46(2), 179–196.
- Zingheim, P. & Schuster, R. (2010). *Pay People Right* (1st ed.). California: Jossey-Bass Inc.

APPENDIX



**BANGKOK
UNIVERSITY**
THE CREATIVE UNIVERSITY

QUESTIONNAIRE:

Title: The Impact of Non-monetary, Finance, and Working Condition Towards Job Effectiveness of Employees in Bangkok

Details: This survey attempted to identify factors influencing and assess the level of motivation of employees working in Bangkok This study is a part BA715: Independent Study, Graduate School at Bangkok University.

The components of this research will be covered in 5 parts: demographic data questions, measurements of non-monetary incentive factors, measurements of financial benefits factors, measurements of working condition factors, and measurements of job effectiveness.

The information provided will be treated highly confidential and will be used solely for the purpose of academic resources.

Thank you very much for your kind cooperation.

Part 1: Demographic Data

Directions: Please choose (✓) the answer that matches your information.

1. Gender: Male [] Female []
2. Highest level of Education attained?

Primary []	Secondary []	Certificate/Diploma []
Bachelor Degree []	Master Degree []	Others []
3. What is your age bracket? (Tick as applicable)

Below 21 years []	21- 30 years []	31 – 40 years []
41 – 50 years []	Over 50 years []	
4. What cadre of staff do you fall under?

Branch manager []	Departmental head []	Technical staff []
--------------------	-----------------------	---------------------
5. Length of continuous service with the organization?

Less than 1 years []	1- 4 years []
-----------------------	----------------

5-10 years []

Over 10 years []

Part 2: Measurements of Non-Monetary Incentive Factors

Direction: Please select (✓) the answer that suits best on How Satisfied Are You In
The Following Factors At Your Organization?

Non-Monetary Incentive Factors	Least Agree (1)	Less Agree (2)	Moderate Agree (3)	More Agree (4)	Most Agree (5)
1. I have the opportunity to be involved in activities that promote my professional development					
2. I have the tools and resources I need to do my job					
3. My supervisor actively listens to my issues and suggestions					
4. Working hours that allow me enough time with family and time to pursue other strong interests					
5. My organization promotes team work					
6. information flows freely and transparently in the organization.					
7. employees are comfortable with cross-collaborating					
8. team goals are effectively managed					
9. Career training benefits me					
10. Career opportunities offered improve my personal growth					
11. Career advancement will improve my career prospects					
12. Career advancement will improve my job performance					

Part 3: Measurements of Financial Benefit Factors

Direction: Please select (✓) the answer that suits best on How Satisfied Are You In The
Following Factors At Your Organization?

Financial Benefit Factors	Least Agree (1)	Less Agree (2)	Moderate Agree (3)	More Agree (4)	Most Agree (5)
To what extent do you agree with the following means of compensation?					
1. I think my base pay is competitive compared to similar positions in other companies.					

2. Acknowledging achievement encourages further endeavors					
3. The performance pay off must be a major, not minor, piece of the total compensation package					
4. The incentive plan extend to all managers and workers					
5. I am satisfied with the benefits that are offered here.					
6. I like the reward structure we have in place.					
7. staff are recognized when going above and beyond					
8. Reward with plaques/certificates/trophies					
9. special cash bonuses for or “on the spot” recognition					
10. I am satisfied with my bonus structure.					
11. How would you rate your health insurance policy?					
12. How would you rate the sick leave policies?					

Part 4: Measurements of Working Condition Factors

Direction: Please select (✓) the answer that suits best on How Satisfied Are You In The Following Factors At Your Organization?

Working Condition Factors	Least Agree (1)	Less Agree (2)	Moderate Agree (3)	More Agree (4)	Most Agree (5)
1. Work at a high pace					
2. Have enough time to get job done					
3. Work is psychologically demanding					
4. Atmosphere at work is generally good					
5. Team work is best when everyone is involved in taking decisions					
6. People should be allowed to make mistakes in order to learn					
7. The most important thing for a group is the well-being of its members					
8. All group members should abide by formal decisions, so long as we follow proper procedures					
9. I have the skills and abilities to do more jobs					
10. Motivation is important to the vertically loaded jobs					
11. I have adequate information and knowledge which enables me to do my jobs well					
12. Opportunity is given in the company to use my variety of skills					

Part 5: Measurements of Job Effectiveness

Direction: Please select (✓) the answer that suits best on How Satisfied Are You In The Following Factors At Your Organization?

Job Effectiveness	Least agree (1)	Less agree (2)	Moderate Agree (3)	More agree (4)	Most Agree (5)
1. Employee takes ownership of his/her mistake					
2. employee has clear professional goals					
3. employee has worked hard on self-improvement					
4. employee shows high standards of self-conduct					
5. employee is open to conflict resolution					
6. employee offers help and support to other teammates					
7. employee helps other teammates fit in the team					
8. employee has high self-esteem					
9. employee addresses issues with patience					
10. employee is always punctual to work					
11. employee is open to constructive feedback					
12. employee participates in office activities besides work					

End of Questionnaire. Thank you for your time!

BIODATA

First Name - Last Name: Israel Oluwaseun Adesoye

Email: adesunmola@yahoo.com

Educational Background: High school at Surajudeen Secondary School, Kwara State, Nigeria

Bachelor Degree at the Institute of International Studies (IIS), Ramkhamhaeng University, Bangkok Thailand

Working Experience Business Owner

BANGKOK
UNIVERSITY
THE CREATIVE UNIVERSITY